

Working @

Wellesley College  
Office of Human Resources  
& Equal Employment Opportunity  
Hiring Procedures for  
Administrative Staff



**Working @**

**Wellesley College**  
Office of Human Resources

*Administrative Staff*  
**Hiring Procedures**

*Table of Contents*

<b>Table of Contents</b>	<b>2</b>
<b>An Important Message for Hiring Supervisors</b>	<b>3-4</b>
<b>Overview of the Exempt/Non-Exempt Search and Selection Process</b>	<b>5-7</b>
<b>Responsibilities of the Chair</b>	<b>8-10</b>
<b>Search Process Checklist</b>	<b>11-12</b>
<b>Personnel Requisition</b>	<b>13-14</b>
<b>Search Plan Proposal</b>	<b>15-17</b>
<b>Recruitment Activities Checklist</b>	<b>18</b>
<b>Search Committee Pre-Meeting Agenda</b>	<b>19</b>
<b>Role of the Search Committee</b>	<b>20</b>
<b>Role of Human Resources in the Search Process</b>	<b>21</b>
<b>Role of Diversity Adjunct</b>	<b>22</b>
<b>Reviewing Resumes</b>	<b>23-25</b>
<b>Sample Schedule</b>	<b>26</b>
<b>Welcome Packet Suggestions</b>	<b>27</b>
<b>Application Form</b>	<b>28-31</b>
<b>Interviewing Techniques</b>	<b>32-33</b>
<b>Sample Interview Questions</b>	<b>34-35</b>
<b>Legal Issues to Consider</b>	<b>36-38</b>
<b>Candidate Assessment Form</b>	<b>39</b>
<b>Telephone Reference Checking Form</b>	<b>40</b>
<b>Exempt and Non-Exempt Hiring Proposal</b>	<b>41-43</b>
<b>Notification Letters</b>	<b>44-45</b>
<b>Exempt and Non-Exempt Benefits Summary</b>	<b>46-48</b>
<b>Appendix A: Department-Specific Outreach Resources</b>	<b>49-56</b>

## **An Important Message for All Wellesley College Hiring Supervisors**

*Dear Wellesley College Hiring Supervisors:*

*One of the most important responsibilities and greatest opportunities you have as a supervisor at Wellesley College is hiring and supervising your staff. The hiring process at Wellesley reflects our collective goal to recruit and retain the skilled workforce which will support Wellesley's educational mission. Our common goal of diversifying our work force should be reflected in every search you undertake. Fostering the diversity of Wellesley's administrative staff is a goal that warrants the attention and energy of employees across the college. In seeking to identify and recruit staff members of the highest caliber, we need to draw upon the broadest possible pool of talent. We need to ensure that our workplace welcomes people from a wide variety of backgrounds and encourages each of us to make the most of our skills. In order to achieve Wellesley's goal, it requires the commitment and support from all of us. Each division of the College has been assigned a Diversity Adjunct to represent the division, assist hiring managers, and partner with Human Resources in this effort.*

*We have created this hiring manual to help facilitate this process and support your efforts to make a successful hire. Please use it as a guide both in terms of recruitment, interviewing and informing us about the process. We are partners with you in this process and hope you will rely on our advice and support.*

**Eloise See McGaw**

**Assistant Vice President and Director of Human Resources & Equal Employment Opportunity**

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***Diversity Adjuncts:***

Administration:	Carolyn Slaboden	X2211	CSlaboden
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Alumnae:			
Dean of College:	Annick Mansfield	X2848	Amansfield
Wellesley Centers			
For Women:	Katie Scott	X2837	Kscott
Dean of Students:	Kris Niendorf	X2679	Kniendorf
Finance:			
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President:	Dennis McFadden	X2354	Dmcfadden
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## *The Search and Selection Process*

The process of recruiting and hiring the appropriate workforce is of great importance to an organization's effectiveness. Choosing among candidates for employment is a process with clearly defined laws and regulations which govern the way recruiting and hiring is conducted. Wellesley College has made a positive institutional commitment to structure our community with attention to diversity and inclusion. This commitment mandates vigorous efforts to attract diverse applicants and to give their applications careful consideration. It also mandates a close and collaborative partnership between departments of the college working together to ensure, to the greatest extent possible, broad and inclusive outreach. It is the hiring authority's responsibility to consider diverse and inclusive outreach when completing the search plan for each available search. The Human Resources Office and your Diversity Adjunct are available to assist you in this effort.

The procedures which are described here must be used when filling all full and part-time exempt and non-exempt administrative positions. It is advisable to meet with a member of the Employment staff in the Human Resources Office and the Diversity Adjunct prior to beginning the search and maintain communication throughout the search process.

### **Equal Employment Opportunity**

The Equal Employment Office is an important function of the Human Resources Office which operates as the college's chief compliance office for matters related to hiring and retention practices and procedures. Human Resources monitors and reviews our search process, ensuring institutional compliance with all federal and state laws, and our own established internal protocols. As the College's EEO Office, Human Resources also compiles data on our hiring, retention, and promotion practices as mandated by the federal government, and reporting instances of underutilization and non-compliance. Human Resources employment staff are available to assist in identifying new outreach sources and to identify possible members of search committees. Human Resources is aided in these compliance and outreach functions by the Diversity Adjuncts, who function as offshoots of that office within their respective divisions.

The Diversity Adjuncts' responsibilities include:

- implementing and monitoring our established search procedures within each division to ensure broad outreach and equitable impact
- understanding all aspects of Exempt and Non-Exempt search procedures
- monitoring searches for procedural compliance in conjunction with the Human Resources Office
- identifying and following up on minority-focused outreach, especially where there is underutilization

Human Resources (or those designated by Human Resources) will attest by signature that the search has been conducted in compliance with both the applicable laws and our internal procedures. Human Resources, working with the Diversity Adjuncts, will record instances of noncompliance, and report them to the appropriate individuals. Statistical information about the search process, including specific data on noncompliance and exceptions to the process (limited and expedited searches), will be shared with, at minimum, the head of the division, and the President of the College. This information will also be included in documents produced for Human Resources recordkeeping and shared with federal agencies as required.

## **Limited or Expedited Search Procedure:**

Prior to receiving authorization to make an offer of employment to a final candidate, the hiring authority, in conjunction with Human Resources, must complete a **Hiring Proposal** (*see Hiring Proposal p. 41-43*). The Proposal provides a very clear means for the College to review its efforts in recruitment outreach and is a helpful means of determining, prior to making an offer, whether additional contacts are needed.

Limited and Expedited searches are exceptions to our normal and usual hiring procedures. Because they are exceptions, approval of a limited or expedited search must be obtained before a job may be posted. The College's hiring procedures are in place to assure a fair and open process, and to encourage broad outreach so that our searches will attract a vibrant and diverse pool of candidates. Because limited and expedited searches may result in a disparate impact to certain groups of potential applicants, permission to perform limited and expedited searches will be granted only under extraordinary circumstances. Limited search requests are reviewed by the Human Resources Office, and must be approved by the Director.

The Factors that will be considered in making a determination of whether or not to grant a limited search would include, but are not be limited to:

- information concerning the available job pool for the position in question, including whether the job is one where there is underutilization
- whether the department and/or division has had limited searches in the past, or a history of noncompliant searches
- specific and concrete information about why an exception should be made in this instance, given the possibility of disparate impact
- statement describing future commitment to comply with our search procedures; also any specific plans or department efforts to diversify staff

The department head, or other person in charge of the search, should submit the Limited Search request, which addresses the above mentioned considerations, and include a copy of the candidate's resume, to the Human Resources Office who will review it with the department head. You will be notified whether or not the plan is approved, or if there are any recommended or required changes by the Human Resources Office. If the Limited Search is approved, the position will be posted for two weeks internally only, stating that the posting is a limited search or that a strong internal candidate has been identified. At the conclusion of the internal posting period, if no additional candidates apply, the hiring authority is free to contact Human Resources to discuss a formal offer. If additional candidates do apply who meet the minimum position requirements, careful consideration should be given to their candidacy. Hiring managers should be aware that it is unlikely that a limited search will be approved if there is a departmental history of exceptions and/or noncompliance, and if there is underutilization within the department or within the job category.

If a hiring authority is interested in hiring an internal candidate from within their same department or division, this would be considered a promotion or transfer that would not require following the full or limited search process. In this case, the hiring authority should contact Human Resources to discuss salary implications. Data concerning this process will be collected in order to determine if there is aggregate disparate impact.

### **Summary of the Search Process:**

- ❑ The hiring manger must submit a properly approved search plan before an ad will be placed
- ❑ The hiring manager must submit a properly approved hiring proposal prior to making an offer to a candidate. The Proposal provides a very clear means by which the College can review its efforts in recruitment outreach and is a helpful means of determining whether additional contacts are needed.

## *Responsibilities of the Chair*

The Chair of the Search Committee performs an essential role in the Search process. It is critical for the Search to be completed in a timely manner in order to attract and maintain the interest of the highest quality candidates. The responsibilities of the Chair of the Search Committee are divided into four steps:

- Step I: Preparation for the Search
- Step II: Candidate Assessment
- Step III: Finalist Selection Process
- Step IV: Concluding the Search

The following describes in detail each step in the search process. In addition, we have provided a **Search Process Checklist** as a tool to utilize throughout the search process. (*see Search Process Checklist, p.11-12*)

### **Step I: Preparation for the Search**

1. Complete the *Position Request Form* (*see Position Request Form, p.13-14*).
  - Obtain Department Head signature.
  - Attach copy of *current* role documentation. Copies are on file in the Human Resources Office. Forward completed *Position Request Form* and role document to Human Resources. Human Resources and the Budget Office will review the materials and attach supporting documents. The information will be sent to the Division Head for final approval on straight replacements or to the President for new positions or increases to FTEs.
2. Meet with the divisional diversity adjunct and Human Resources to review hiring procedures.
3. Once the position has been approved; in consultation with Human Resources, begin completion of the **Search Plan Proposal** (*see Search Plan Proposal, p. 15-17*) giving thoughtful attention to the diversity of the search committee and possible outreach. (*see Recruitment Activities Checklist, p. 18*) When creating the Search Committee, consider the following guidelines:
  - The membership of the Search Committee should reflect the diversity of the institution; it may be composed of staff from the hiring department as well as staff, faculty or students from other areas of the College who have knowledge of the needs of the department.
  - The committee should include a minimum of 3-5 members.
  - Members should possess the following qualities: be open to change, have vision; see participation on the committee as a learning opportunity, exercise good judgment, be willing to work (time commitment).

In addition to Human Resources, the Diversity Adjunct is an excellent resource when preparing the search plan. You should consult with Human Resources and the Diversity Adjunct throughout your search process.

4. Human Resources will forward the completed search plan to the Diversity Adjunct for review and approval. If additional outreach or membership is suggested, Human Resources will submit an amended search plan to the Diversity Adjunct and Hiring Authority.

5. When the search plan is approved, Human Resources will place advertisements. In an effort to gather data on the composition of our applicant pool, we have implemented an online applicant tracking system to process candidate information. Human Resources will train hiring managers to preview candidate's records on PeopleAdmin, the College's online application software.
6. While resumes are being received, the Hiring Authority should develop a clear picture of the position to share with the committee: include essential qualities and identify skills that are required and preferred.
7. Schedule a pre-meeting of the Committee.
9. Prepare the *Search Committee Pre-Meeting Agenda* (see *Pre-Meeting Agenda, p. 19*)
10. Conduct Pre-Meeting of the Search Committee.
  - Distribute the *Role of the Search Committee* (see *Role of the Search Committee, p. 20*) to committee members.

## Step II: Candidate Assessment

1. Review Resumes (see *Reviewing Resumes, p.23-25*).
2. Sort the Pool.
  - The first screening should eliminate all candidates who do not meet the minimum requirements specified in the ad. Candidates who do not meet the advertised minimum requirements should not be interviewed or hired.
  - The second screening focuses on specific skills, experience and overall sense of the candidate's ability to do the job.
3. Schedule first round of interviews with the search committee members.
  - When on-campus interviews will involve meeting with many people, the search committee should send candidates a schedule of events in advance. Copies of the schedule should be given to these individuals and should identify the individuals responsible for escorting the candidate to and from meetings. (*See Sample Schedule, p. 26*)
  - The schedule that is mailed to the candidate is often times accompanied by a welcome packet. (*see Welcome Packet Suggestions, p. 27*)
  - If applicable, travel arrangements and accommodations should be coordinated in conjunction with Human Resources. Reimbursement for travel expenses is handled on a case by case basis.
  - Allow 45 minutes per interview.

- Allow 15 minutes for wrap up following the interview (*see Candidate Assessment Form, p. 39*).
4. Interview Top Candidates (*see Interviewing Techniques, p.32-33*).

### **Step III: Finalist Selection Process**

1. Committee identifies finalists.
2. Finalists are scheduled to return to campus for second round of interviews, with the committee or other members of the College community. Copy of Exempt/Non-Exempt Benefits Summary should be given to each finalist ( *See Exempt/Non-Exempt Benefits Summary, p. 46-48*)
3. Committee reconvenes to *recommend* final candidates (*Note: Candidate selection is normally the responsibility of the Chair or department head*).
4. References are checked (*see Reference Check Form, p.40*).
5. In conjunction with Human Resources, complete the Hiring Proposal before an offer is made. The hiring proposal data will be compiled by Human Resources and reviewed by the Diversity Adjunct and Hiring Manager.
6. Convey the decision to the Search Committee members.
7. Contact the Employment Staff in Human Resources to discuss the formal offer.
8. Formal offer is made.
9. Offer letter is produced.

### **Step IV: Concluding the Search**

1. Chair notifies all candidates of the College's decision (*see Sample Notification Letters, p.44-45*).
2. Meet with Human Resources at the conclusion of the search process to assess the search process as a whole and to bring to Human Resources attention any potential candidates to be considered for other opportunities at Wellesley College.

### *Search Process Check List*

- ❑ Complete Position Request Form with Senior Staff and Department Head signatures and attach current role documentation
- ❑ Send completed and signed documents to Human Resources
- ❑ If approved, Human Resources and the Budget Office will review materials and attach supporting documents. The information will be sent to division heads for final approval on straight replacements or to the President for new positions or increases to FTEs.
- ❑ Meet with Human Resources and Diversity Adjunct to review hiring procedures
- ❑ In conjunction with Human Resources, complete search plan proposal
- ❑ Human Resources will forward complete search plan to Diversity Adjunct for review.
- ❑ If additional outreach or committee membership is suggested, Human Resources will submit amended search plan to the Diversity Adjunct and Hiring Authority
- ❑ When search plan is approved, Human Resources will place advertisements, send mailings, etc.
- ❑ Diversity Adjunct will follow up on outreach
- ❑ Human Resources will receive, log in and acknowledge all resumes
- ❑ The hiring authority will be trained to access resumes directly from applicant tracking software.
- ❑ Hiring Authority should conduct a pre-meeting with search committee to share a clear picture of the position to the committee and to determine the process moving forward
- ❑ Review resumes as they are received
- ❑ Initial screening of resumes to eliminate all candidates who do not meet minimum requirements
- ❑ Second screening focusing on specific skills, experience and overall sense of the candidate's ability to do the job
- ❑ Schedule first round interviews. Sense of hiring range should be given to candidates (available from Human Resources)
- ❑ Complete second round interviews
- ❑ Second round interviews should include a meeting with Human Resources and a copy of Benefits Summary should be given to final candidates
- ❑ Committee recommends finalist to Hiring Authority
- ❑ References are checked by Hiring Authority or Human Resources
- ❑ Hiring Authority and Human Resources complete hiring proposal before an offer is made.

- Human Resources forwards completed hiring proposal to the Diversity Adjunct for review
- Hiring Authority conveys decision to committee
- Hiring Authority and Human Resources discuss a formal offer
- Formal offer is made by either Human Resources or Hiring Authority
- Human Resources produces offer letter
- Hiring Authority notifies other candidates of the decision
- Hiring Authority meets with Human Resources to evaluate search process and to bring to Human Resources attention any potential candidates to be considered for future opportunities.
- Hiring Authority must return all documentation and related search materials. Resumes should be grouped and labeled by categories – interviewed, not interviewed

**Wellesley College**  
**SEARCH PLAN PROPOSAL - EXEMPT /NON-EXEMPT POSITION**

**This search plan must be completed prior to hiring authorization. The lack of a search plan or an incomplete plan may be a basis for a denial of hiring authorization.**

<b>I</b>	<b>Department:</b> <b>Title of Role:</b> <b>Search Committee Chair:</b> <b>Signature:</b>	<i>Ext:</i>
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**II Membership of the Search Committee**

The membership of the Search Committee should reflect the diversity of the institution; it may be composed of staff from the hiring department as well as staff, faculty or students from other areas of the College who have knowledge of the needs of the department.

	<i>Name</i>	<i>Title</i>	<i>Dept.</i>	<i>Gender</i>	<i>Race/Ethnicity</i>
<b>1</b>					
<b>2</b>					
<b>3</b>					
<b>4</b>					
<b>5</b>					

**III. Outreach**

One of the most important responsibilities of the Search Committee is the development of a diverse pool of applicants. These outreach activities are integral to recruitment activities of the College.

**a. Departmental Contact With Colleagues and Field Related Associations**

	<i>Name</i>	<i>Title</i>	<i>Institution</i>	<i>Contacted By</i>	<i>Date</i>
<b>1</b>					
<b>2</b>					
<b>3</b>					
<b>4</b>					

**b. Contact with minority professional association or network to be determined jointly with Employment Staff.**

	<i>Association Name</i>	<i>Contact Name</i>	<i>Date of Call</i>	<i>Date of Written Notice</i>
1				
2				
3				
4				

**c. Newspaper and Journal Advertisements to be determined jointly with the Employment staff (attach samples of proposed ads)**

	<i>Name of Publication</i>	<i>Date of Publication</i>
1		
2		
3		
4		

**d. Other outreach (mailings, recruitment efforts at meetings and job fairs, conferences, candidates from previous searches):**

- 1.
- 2.
- 3.

All ads should have integrated into the text that successful candidates need to be able to work effectively in a culturally diverse environment.

**IV a. Will each Committee member review all the resumes; or will a subcommittee review the resumes and present an assessment to full Committee?**

In preparing the search plan, the Committee determines how candidates will be selected for interviews. All members of the Committee should be fully engaged in the decision making process as candidates are reviewed.

- partial search committee resumes review
- entire committee resumes review
- HR, Diversity Adjunct will do an initial screening of resumes.

**b. Who, in addition to search committee, will interview the candidates? \_\_\_\_\_**

**(Affirmative Action Office use only)**

**Date received:** \_\_\_\_\_ **Approved? Yes** \_\_\_\_\_ **No** \_\_\_\_\_ **Approval**

**Date** \_\_\_\_\_

**Affirmative Action Officer:** \_\_\_\_\_

**And/or Diversity Adjunct (where designated):** \_\_\_\_\_

## ***Recruitment Activities Checklist***

### **Publications:**

- Local, regional and national newspapers and corresponding websites
- Newspapers and journals of associations serving professionals in targeted field
- Minority publications read by professionals in targeted field
- Electronic sources

### **Position Announcements:**

- Send to schools with programs in targeted field
- Send to HR or Career Placement Offices of similar schools
- Post at conferences of professionals in targeted field
- Post at career fairs
- Mail to targeted populations (e.g. alums)

### **Other:**

- Personal contacts with colleagues
- Network with existing staff for possible contacts

## *Search Committee Pre-Meeting Agenda*

1. Review the role documentation to get consensus.
2. Discuss how members view the position and the essential qualities and skills of the position.
3. Discuss challenges and priorities of the position.
4. Discuss time commitment involved.
5. Reinforce emphasis on diversity and discuss role of Diversity Adjunct and Human Resources. Diversity Adjunct may attend this initial meeting.
6. Develop time line for the process.
7. Develop network of contacts with colleagues and field related associations.
8. Establish guidelines for the review of resumes.
9. Determine the process for distribution of resumes.
10. Determine whether the committee shall see all resumes or whether the Hiring Authority or a subcommittee will do the preliminary screening.
11. Establish guidelines for interviewing candidates.
12. Determine whether to interview initially by subcommittee a pool of semi-final candidates before bringing to full committee.
13. The committee determines the key questions to ask all candidates.
14. Key questions are to be documented in order to maintain consistency throughout the interview process.

## *Role of the Search Committee*

Membership on a Search Committee is an important responsibility and provides an essential service to the College community.

1. Understand the tasks and role of the committee in the search process.
2. Have an understanding of the role documentation and the challenges and priorities of the position for the department and the College community.
3. Be comfortable with the time commitment.
4. See participation on the committee as a learning opportunity.
5. One of the most important responsibilities of the search committee is the development of a diverse pool of applicants. These outreach activities are integral for recruitment activities.
6. As a member of the committee, develop a network of contacts with colleagues and field related associations.
7. Working as part of a team, identify key questions, which all candidates will be asked.
8. Following each interview, assess each candidate's strengths and concerns.
9. Present recommendation to Chair/Hiring Authority of the search committee.

## *Role of Human Resources in the Search Process*

The Employment Staff in the Human Resources Office is prepared to support the search process whenever needed. Some of the areas include:

1. Assist hiring department in ensuring that the role documentation is up to date and properly leveled.
2. Review hiring procedures with Hiring Authority.
3. Help Hiring Authority complete search plan and prepare classified advertisements, suggesting appropriate media, identifying minority professional associations and advising on the most advantageous timing of the placement of the notice.
4. Members of the Human Resources staff are available to assist in identifying potential members of the search committee.
5. Human Resources staff may serve on search committees.
6. Receive and acknowledge all resumes on behalf of the committee and track all applicants.
7. Train Chair of Search Committee on PeopleAdmin applicant tracking software. This gives Hiring Authority access to candidate information.
8. Be available to screen applicants for minimum qualifications and salary expectations.
9. Assist with reference checks.
10. Meet with final candidates for overview of benefits and work environment.
11. Work with Hiring Authority to determine appropriate salary offer.
12. Human Resources will track the diversity of the applicant pool and provide aggregate diversity data to hiring manager.

## *Role of Diversity Adjunct*

The Diversity Adjuncts are a resource for hiring managers and a partner with the Human Resources Office. The Diversity Adjuncts will help implement and monitor the established search procedures within each division to ensure broad outreach and equitable impact. The Diversity Adjuncts have a clear understanding of all aspects of Exempt and Non-Exempt search procedures in order to provide support throughout the search process. The Adjuncts help develop and follow-up on minority-focused outreach and monitor searches for procedural compliance.

Some of the responsibilities of the Diversity Adjuncts are to:

1. Meet with hiring authority to review vacancy and discuss Adjunct role in the search process.
2. In conjunction with Human Resources, assist hiring authority with the creation of a diverse search committee and development of minority outreach on the search plan.
3. Review completed search plan and offer suggestions where warranted. If search plan is complete, Human Resources and/or the Diversity Adjunct must sign off on the search plan prior to advertisements being placed. Normally the Human Resources will sign off on the plan after consultation with the Diversity Adjunct. When the Human Resources are unavailable, or when the Diversity Adjunct has been so designated, the Diversity Adjunct may sign off by him/herself.
4. Follow up on minority outreach as needed.
5. Keep in contact with the Hiring Authority throughout the search process for updates on the interview and selection process and offer assistance as needed. Keep in regular contact with the OEO about the process, monitoring outreach.
6. At the conclusion of the search, review the hiring proposal, which summarizes data from the search. The data includes number of applicants and the ethnicity of those applicants. The number of applicants interviewed and the ethnicity of the applicants and information on the candidate selected. The ethnicity data is based on information received from the applicant pool.
7. At the conclusion of a search, meet with Hiring Authority to discuss candidates that were not selected, but may be appropriate for future searches. Share this information with Human Resources and the other divisional Diversity Adjuncts.

## Reviewing Resumes

1. Review the resume information to determine if the applicant meets the minimum requirements as outlined on the position description and has provided the requisite information, including a cover letter. Identify gaps in information and be sure to address these areas during the interview process.

### A. Cover letter should:

- Always accompany a resume.
- Be free of errors.
- Personalize the candidate to you.
- Be neat in appearance.
- Express genuine interest in the position.
- Describe how past experience would be transferable to the position.

### B. Characteristics of Resume Formats

#### *Chronological*

- Highlights positions and employers.
- Focuses on job progression, stability and growth.
- **Hides**
  - range of skills
  - abilities
  - accomplishments

#### *Functional*

- Highlights specific skills, capabilities and accomplishments rather than positions.
- **Hides**
  - lack of career progress and continuity
  - job hopping
  - lengthy or frequent unemployment
  - lack of required experience
  - lack of required education

#### *Combination*

- Advantages of both formats are combined.
- Hides little.
- Offers better scope of abilities, skills, interests and accomplishments.

2. Review the resume form to determine how the strengths and weaknesses compare to the position requirements.

A. Strengths

- Specific skills and abilities
- Scope of responsibilities, capabilities and accomplishments
- Education, continued learning and special training
- Direct, related and transferable experience
- Care given to growth and progression
- Continuity of employment and career
- Writing skills
- Job stability

B. Weaknesses

- Lacking in related experience
- Job hopping
- Employment gaps
- Lack of career progress
- Lack of education and continued learning
- Lack of specific accomplishments

C. What information can you not get from a resume?

- Ability to think on feet
- Need for direction
- Verbal communication skills
- Maturity level
- Initiative
- Flexibility
- Reason for looking for new position
- Attitude toward achievement, work and people
- Basic work values
- Career goals and ambitions

3. Use the following scale to indicate recommended action:

- “Interested”, recommend interview.
- “Hold”, may revisit after interviewed group is screened.
- “Not interested”, reject right away.

4. Telephone Pre-screen:

A brief telephone screening is a time saving strategy. You should find out:

- Potential interest in the open position.

- What the salary range he/she is looking for. This is important because there is no point in wasting time with someone who is unaffordable.

## 5. Telephone Interviews

A. The purposes of telephone interviews are to:

- Have the search committee screen a candidate who is located out of state. The telephone interview will determine whether or not to bring the candidate to campus for a second round.
- Have the hiring authority conduct a brief telephone interview to determine if there is a good match.

B. Decide on a common set of questions that the interviewer(s) will ask candidates. The interviewer(s) can consist of the entire search committee, a sub-committee or the Hiring Authority. Please contact the *Telecommunications* department at X3212 for information on conducting a conference call.

C. Call the candidate ahead of time and set up a specific time for the call.

D. Schedule a call of no more than 30 minutes.

E. Following the call, thank the candidate and tell the candidate the next steps in the process and an approximate time frame for the selection process.

*Sample On-Campus Interview Schedule*

Candidate's Name  
Position Title Interview Schedule  
Date

8:30 a.m. – 9:00 a.m.

Meet with Search Committee member, other host or Human Resources

9:00 a.m. – 9:30 a.m.

Campus Tour

9:30 a.m. – 10:30 a.m.

Meet with Hiring Authority

10:30 a.m. – 10:45 a.m.

Break

10:45 a.m. – 11:45 a.m.

Interview with Search Committee

11:45 a.m. – 12:45 p.m.

Lunch (with hiring authority, or peers)

1:00 p.m. – 2:00 p.m.

Presentation (if applicable)

2:00 p.m. – 4:00 p.m.

Meetings with other constituents  
(the names and times would be listed)

4:00 p.m. – 4:30 p.m.

Meeting with Human Resources

### *Welcome Packet Suggestions*

- ❑ College catalog or marketing materials
- ❑ Department brochure if available
- ❑ Organizational Chart
- ❑ Annual Reports
- ❑ Information from local Chamber of Commerce
- ❑ Campus Map
- ❑ Benefits synopsis
- ❑ Position description
- ❑ Interview schedule

## *Interviewing Techniques*

### *Preparing for the Interview*

An interview should be as structured as possible, yet tailored to each particular applicant. As the interviewer, you should evaluate the same general criteria for each applicant. An interview that follows a general standard outline will produce more reliable and valid information for selection than an unstructured interview.

1. Review the role documentation and specifications.
2. Write questions: questions should be formulated to help reveal those areas of knowledge, skills, and abilities (competencies required) (*see sample interview questions, p.35-36, customize and create additional ones specific to the position*).
3. Review the resume and application - this should be done ahead of time so that this information will not have to be referred to during the interview.
4. Be prepared - many prospective employees are very prepared for the interview, so you should be too.

### *Conducting the Interview*

1. Establish rapport. The interview setting should be conducive to good communication.
  - Rapport between the interviewer and the applicant contributes substantially to the effectiveness of the interview.
2. Explain the purpose; set agenda.

This will help relax the applicant by letting him or her know what is about to occur.
3. Gather information.
  - The keys to control of the interview are careful listening combined with good use of questions.
  - **You should talk no more than 25% of the time. Your job is to listen and evaluate.**
  - You should avoid asking questions that require only a “yes” or “no” answer. Instead, ask open-ended questions that encourage the applicant to express ideas and information.
  - Avoid asking leading questions which tempt the applicant to slant the answers to suit you.
  - Don’t be overly apprehensive about silences. Sometimes applicants bridge silence with additional information that turns out to be quite significant.

4. Describe the role and the organization.
  - Provide facts about the position, the department, etc. in a straightforward manner so that the applicant can make an intelligent decision on the acceptability of the position.
  - Exercise caution in describing the position. Do not assure the applicant that he/she can count on a long career, that there are not layoffs, etc. The applicant may interpret this information as an implied employment contract.
5. Answer questions and allow the applicant to add information.
6. Conclude the interview.
  - Thank the applicant for his or her time and outline what will happen next.

***Please note:*** Questions related to sex, age, color, race, religion, sexual orientation, national origin, marital status, children or disability are inappropriate when interviewing candidates for positions (*see p. 23*).

- Ask the same general questions and require the same standards for all applicants.
- Treat all applicants with fairness, equality, and consistency.
- Follow a structured interview plan that will help achieve fairness in interviewing.
- Ask questions that are relevant to the job itself.

## *Sample Interview Questions*

**Good interview questions should cover four major areas:**

- Knowledge and Experience
- Intellectual Ability
- Personality Strengths and Limitations
- Motivational Characteristics

**Competencies required for all administrative positions.**

### **A. Expertise**

1. Describe your current position.
2. What general skills and functional knowledge are required in your current position?
3. What special or unusual skills have you developed in your position?
4. What improvements have you suggested?
5. What was your most significant achievement?

### **B. Innovation and Problem Solving, Critical Thinking**

1. Can you describe an environment where you do your best thinking?
2. Can you describe how you go about solving problems?
3. Can you describe your ideal work environment?
4. What have been the challenges or hard parts of your job?
5. Describe how you have used innovative and creative ideas and actions to improve work processes.
6. How effective are you in managing technology? Have you demonstrated the ability to be innovative with technology?

### **C. Service to Constituents**

1. Give an example of how you work with people who have different organizational styles from your own.

### **D. Accountability**

1. What degree of autonomy have you had in your current and previous positions?

### **E. Collaboration**

1. Describe a time when you worked as a team. How have you been able to bring people with different viewpoints together?

### **F. Communication**

1. What kind of writing and presentation experiences have you had? Tell me about a previous writing or presentation experience you particularly enjoyed.

## **G. Development of Self and Others**

1. How have you managed your own self-development and the coaching of others (if applicable)?

## **H. Motivational Characteristics**

1. What do you see in this job that makes it appealing to you that you do not have in your current job?
2. What are some of the basic factors that motivate you?
3. In what ways do you think that you have grown in the past few years?
4. Describe a typical day for you.
5. Tell me about an important goal you've set in the past and how successful you were in meeting it.

## Legal Issues to Consider

TOPIC	EMPLOYERS MAY ASK (LEGAL)	EMPLOYERS MAY <u>NOT</u> ASK (ILLEGAL)
<b>Age</b>	Generally, the only proper question is, "Are you under 18, yes or no?"	Inquiry into the date of birth or age of an applicant.
<b>Disability / Handicap</b>	Can you perform any and all job functions with or without reasonable accommodation?  Can you describe how you would perform (any or) all job functions?  These are the attendance requirements, can you meet them? (Should ask all applicants.)	Inquiry into whether the applicant has a physical or mental disability/handicap or about the nature or severity of the disability/handicap.
<b>National Origin / Ancestry / Citizenship</b>	"Are you legally authorized to work in the United States?"	Inquiry into the birthplace of an applicant or the birthplace of his or her parents(s), spouse and/or other close relatives.  Inquiry into the national origin, ancestry or ethnicity of an applicant.  Inquiry into whether an applicant for employment or an applicant's parent(s), and/or spouse are naturalized or native-born citizens of the U.S.
<b>Medical Examinations</b>	Once an offer of employment has been made, an employer may condition that offer on the results of a medical examination conducted solely for the purpose of determining whether the employee, with or without reasonable accommodation, is capable of performing the essential functions of the job.	Inquiry into whether an applicant has AIDS.
<b>Race/Color</b>	No questions.	Inquiry into the race or color of an applicant.
<b>Photograph</b>	No questions.	An employer cannot ask for a photograph to accompany an application.

<b>TOPIC</b>	<b>EMPLOYERS MAY ASK (LEGAL)</b>	<b>EMPLOYERS MAY <u>NOT</u> ASK (ILLEGAL)</b>
<b>Religious Creed</b>	No questions.	Inquiry into the religious denomination or practices of an applicant, his or her religious obligations, or what religious holidays s/he observes.
<b>Sex (Gender)</b>	Generally, no questions.	Inquiry into an applicant's maiden name or any question that pertains to only one sex (for example inquiries into marital status only asked of women). Inquiries into whether applicant has children, plans to have children, or has child care arrangements.
<b>Sexual Orientation</b>	No questions.	Inquiry into applicant's sexuality (gay, bisexual, lesbian, heterosexual.)
<b>Criminal Record</b>	<p>Employers may ask the following:</p> <ol style="list-style-type: none"> <li>1. Have you ever been convicted of a felony? Yes or No?</li> <li>2. Have you been convicted of a misdemeanor within the past five years (other than a first conviction for any of the following misdemeanors: drunkenness, simple assault, speeding, minor traffic violations, affray or disturbance of the peace)? Yes or No?</li> <li>3. Have you completed a period of incarceration within the past five years for any misdemeanor (other than a first conviction for any of the following misdemeanors: drunkenness, simple assault, speeding, minor traffic violations, affray of disturbance of the peace)? Yes or No?</li> <li>4. If the answer to question number 3 above is "yes," please state whether you were convicted more than five years ago for any offense (other than a first time conviction for any of the following misdemeanors: drunkenness, simple assault, speeding, minor traffic violations, affray or disturbance of the peace)? Yes or No?</li> </ol>	<p>It is unlawful for an employer to make any inquiry of an applicant or employee regarding:</p> <ol style="list-style-type: none"> <li>1. An arrest, detention or disposition regarding any violation of law in which no conviction resulted.</li> <li>2. First convictions for the misdemeanors of drunkenness, simple assault, speeding, minor traffic violations, affrays or disturbance of the peace. For the purposes of 804 CMR 3.02 minor traffic violations include any moving traffic violation other than reckless driving, driving to endanger and motor vehicle homicide.</li> <li>3. Any conviction of a misdemeanor where the date of the conviction or the completion of any period of incarceration resulting therefrom, whichever date is later, occurred five or more years prior to the date of such inquiry, unless such person has been convicted of any offense within five years immediately preceding the date of inquiry.</li> <li>4. No person shall be held under any provision of any law to be guilty of perjury or of otherwise giving a false statement by reason of his failure to recite or acknowledge such information as he has a right to withhold by 804 CMR 3.02.</li> </ol>

<b>TOPIC</b>	<b>EMPLOYERS MAY ASK (LEGAL)</b>	<b>EMPLOYERS MAY <u>NOT</u> ASK (ILLEGAL)</b>
<b>Education/ Experience/ References/ Organizations</b>	<p>Inquiry into the academic, vocational or professional education of an applicant for employment. Inquiry into the work experience shall also contain a statement that the applicant may include in such history any verified work performed on a volunteer basis.</p> <p>Inquiry into references.</p>	<p>Questions about education designed to determine how old the applicant is.</p> <p>Inquiry into the organizations of which the applicant for employment is a member, the nature, name or character of which would likely disclose the applicant's protected class status.</p>
<b>Lie Detector Test</b>	No questions.	It is unlawful to require or administer a lie detector test as a condition of employment or continued employment.

## ***CANDIDATE ASSESSMENT FORM***

This form is to be completed by the search chair or the interview team as a group at the end of each candidate's interview.

1. Candidate:
2. Date of Interview:
3. Strengths
4. Concerns
5. Numerical Assessment

### **SAMPLE**

<b>Candidate's Name:</b>					
<b>Not Suitable</b>	<b>1</b>				
	<b>2</b>				
<b>Average</b>	<b>3</b>				
	<b>4</b>				
<b>Outstanding</b>	<b>5</b>				
<b>Totals</b>					

**Average Score:** \_\_\_\_\_

### ***MEANING OF RANKINGS FOR INTERVIEWS***

1. Applicant is inappropriate for this position.
2. Person and position are poorly matched. Although there may be some positive correlation, applicant would not fulfill position expectations.
3. Person and position match in an average way. There is some potential for success in the position, but the applicant may not fulfill job expectations.
4. Applicant has a good chance of success in the position and matches position expectations in an above average way.
5. Applicant would be outstanding in this particular role and would fulfill position expectations.

**Wellesley College  
Human Resources Department  
Telephone Reference Checking Form**

**APPLICANT:**

**POSITION:**

Name of Reference:  
Position:

Phone Number:  
Organization:

Date of Contact:

Dates of Employment:

Applicant's Position:

In What Way Have You Worked With or Known Him/Her? How Long?

Typical Duties:

Overall Impression of the Candidate (intelligence, style, administrative skills):

What do you see as his/her particular strength or skill area? What about areas that may require support?

Describe her/his management/leadership style (where applicable):

How effective is candidate in creating and managing change (where applicable):

What adjectives/qualities come to mind when you think of him/her?

Evaluate candidate's initiative and cooperation:

Reason for leaving:

• Eligibility for rehire (comment):

Reference called by:

Position and Department:

## Wellesley College *Administrative Staff Position Hiring Proposal*

Wellesley College proactively seeks to enrich the diversity of the Wellesley workplace through its recruitment and search procedures. The following information summarizes these efforts and assists Human Resources in refining future recruitment strategies.

I a. Department: \_\_\_\_\_

b. Title of position: \_\_\_\_\_

II Review the search plan to confirm you have completed the outreach efforts. These activities must be completed prior to hiring. Was the Search Plan Proposal, as approved or amended in writing, followed? If not, what was changed?

III Results of Search and Selection Process (*see Race/Ethnicity Category, p. 29, for definitions*):

a. Number of Resumes Received:

	Black	Hispanic	American Indian	Asian-Pacific Islander	White / Non-Minority	Non-Determinable	TOTAL # of Applicants
F							F
M							M

b. Number of Applicants Interviewed:

	Black	Hispanic	American Indian	Asian-Pacific Islander	White / Non-Minority	Non-Determinable	TOTAL # of Applicants
F							F
M							M

IV: Final candidates' information:

a. Indicate the race/ethnicity/sex of all final candidates.

	Black	Hispanic	American Indian	Asian-Pacific Islander	White / Non-Minority	Non-Determinable	TOTAL # of Applicants
F							F
M							M

V. Information on Proposed Hire:

Name: \_\_\_\_\_

Race/Ethnicity: \_\_\_\_\_ Gender: \_\_\_\_\_

Title: \_\_\_\_\_

Starting Date: \_\_\_\_\_

***Name and telephone number of hiring authority if there are questions:***

Name \_\_\_\_\_ Ext \_\_\_\_\_ E-Mail Address \_\_\_\_\_

***The signature of the hiring authority indicates that the search committee knows and approves of the contents of the completed form:***

Signature \_\_\_\_\_

Department \_\_\_\_\_ Date \_\_\_\_\_

(For Affirmative Action Purposes only)

Date received: \_\_\_\_\_ Approved: Yes \_\_\_ No \_\_\_ Approval Date \_\_\_\_\_

Affirmative Action Officer: \_\_\_\_\_

And/or Diversity Adjunct (where designated): \_\_\_\_\_

## *Race / Ethnicity Categories*

*In 1978 the OFCCP adopted the standard set of racial/ethnic categories developed by the Office of Management and Budget (OMB).*

**White** (Not of Hispanic origin) - A person having origins in any of the original peoples of Europe, North Africa or the middle East.

**Black** (Not of Hispanic origin) - A person having origins in any of the Black racial groups of Africa.

**Hispanic** - A person of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race.

**Asian or Pacific Islander** - A person having origins in any of the original peoples of the Far East, Southeast-Asia, the Indian Subcontinent or the Pacific Islands. The area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.

**American Indian or Alaskan Native** - A person having origins in any of the original peoples of North America and who maintains cultural identification through tribal affiliation or community recognition.

**Non-determinable** - A person whose ethnicity or race can not be determined from available information.

**NOTIFICATION LETTER  
NOT INTERVIEWED EXEMPT/NON-EXEMPT LETTER**

<Date>

<Title> <First Name> <Last Name>

<Street Address>

<City>, <State> <Zip>

Dear <Title> <Last Name>:

Thank you for your application for the position of <Position> in the <Department>. As you may realize, we received a large number of applications from extremely well-qualified candidates.

After careful examination of all candidates' experience and credentials and the specific requirements of the position, a small number were chosen for further consideration. Although you were not one of those selected, we sincerely appreciate your interest in Wellesley College.

Please accept our best wishes for success in your future professional endeavors.

Sincerely,

Carolyn M. Slaboden  
Associate Director of Human Resources

CMS: sdt

**NOTIFICATION LETTER  
INTERVIEWED EXEMPT/NON-EXEMPT LETTER**

<DATE>

«FirstName» «LastName»  
«Address\_1»  
«City», «State» «zip»

Dear «First Name»,

We want to express our appreciation for the time and effort that you spent coming to Wellesley College for an interview and your interest in applying for the position of <POSITION> in the <DEPARTMENT>. As you may realize, we received a large number of applications from extremely well qualified candidates. The selection was difficult because there were many good candidates and a variety of factors entered into making this decision.

After careful examination of all the candidates' experience and credentials and the specific requirements of the position, you were not selected. This is not a reflection of your abilities, but rather an indication of the strong applicant pool.

We wish you success in your employment search and thank you again for considering Wellesley College.

Sincerely,

Carolyn M. Slaboden  
Associate Director of Human Resources

CMS:sdt

## **WELLESLEY COLLEGE SUMMARY OF BENEFITS FOR ADMINISTRATIVE STAFF – February 2008**

**Health Insurance and Dental Insurance** - Employees working half-time or more are eligible to enroll in either individual or family coverage and receive the normal College contribution for such coverage. Employees must enroll within the first 30 days of employment to comply with provider enrollment regulations. The employee's contributions for health and dental insurance are deducted from the monthly paycheck on a before-tax basis. A rate sheet is provided at the time of the employee's benefits orientation. (Enrollment is effective the first of the month coincident with or next following date of employment.) Otherwise the employee must wait until the two-week open enrollment in November, for an effective date of January 1. The employee may not change, cancel or select new coverage at any other time during the plan year unless they have a qualifying event such as a marriage, birth/adoption of a child, loss of a spouse's coverage. For additional information about qualifying events or in the event of family status changes, please contact Human Resources - Benefits within 30 days of the qualifying event.

**Health Insurance** - There are three options for election:

**The Harvard Pilgrim HMO** offers a variety of choices for each family member. The Harvard Pilgrim Network includes Harvard Vanguard Centers, which offer most services at a single location, Medical Group practices, which offer many services at a single location, and thousands of independent primary and specialty care physician providers in the traditional private office setting. Each family member can choose the method of care that provides the best arrangement for that individual.

**The Harvard Pilgrim PPO** is a Preferred Provider Network Program. The plan provides incentives for you to work with a physician within the network (the same as the Harvard Pilgrim HMO) but also provides for care outside the network, subject to deductibles and co-payments. Because of the freedom of choice offered by this plan, the premium is significantly higher.

**The Harvard Pilgrim Best Buy PPO** is a Preferred Provider Network Plan but with a more affordable premium than the regular PPO due to one of its cost-sharing features: a deductible (\$2,000 per Member and \$4,000 per Family) that applies to certain in-network and all out-of-network services and additional co-payments until you reach an Annual Out-of-Pocket Maximum of \$5,000 per Member and \$10,000 per Family.

**Dental Insurance** - There are two options for election:

**Delta Premier** is a traditional dental plan with a maximum benefits level of \$2,000 per family member enrolled with no deductibles for cleanings when using Delta Premier Providers. (There are deductibles and co-payments for other services.)

**DeltaCare** is an innovative dental plan (a Dental Maintenance Organization or "DMO") that provides comprehensive dental care at a significantly lower cost than more traditional plans. It is unique in its emphasis on preventive care. There are no deductibles or annual maximums when you use a DeltaCare provider and out-of-pocket costs are completely predictable because they are based on a fixed co-payment schedule.

**Reimbursement Accounts** (Health and Dependent Care) – Employees working half-time or more may enroll in either or both of these flexible spending accounts by completion of a reduction agreement. These accounts provide a Federal, State and FICA tax shelter for funds used for either dependent care expenses or health related expenses not covered by health/dental insurance. Consult the Summary Plan Description available in Human Resources for further details.

**Life Insurance** - The College provides full-time employees with a policy at the rate of 100% of annual salary which is effective the first of the month following date of employment. Additional contributory insurance is available through payroll deductions. Employees must enroll within the first 30 days of the date of employment. Otherwise, a statement of health must be completed and approved by the insurance company underwriters.

**Short-term Disability Insurance** - Administrative employees whose regular work schedule is at least half-time for at least nine months per year are eligible for short-term disability benefits after completion of one year of service. Short-term disability pays 50% of your regular wages, calculated on an hourly basis, for a maximum of 26 weeks for any single period of disability, or in any 52-week period.

**Long-term Total Disability Insurance** - Full-time benefits-eligible employees are eligible after 6 months of employment. The College pays for this coverage and enrollment is automatic. A waiver of the enrollment waiting period may be obtained. Consult Human Resources - Benefits.

**Long-Term Care Insurance** - Benefits eligible employees are eligible to enroll in the College's group long-term care insurance coverage, with guaranteed issue to the employee, regardless of health status, within the first thirty days of employment only. Spouses and parents are also eligible for this coverage with different levels of underwriting. (Such coverage is not guaranteed, however, as it is for the employee.) Consult Human Resources - Benefits.

**TIAA-CREF** - Employees working 17.5 hours per week or more are eligible to participate in the College's retirement plan effective the first day of the month following their date of hire as long as the employee completes a TIAA-CREF Retirement

Annuity Contracts Enrollment Form. The College contribution is 9% on compensation up to one-half of the SSWB (\$48,750. in 2007) plus 12% on compensation above one-half of the SSWB. The College also offers a match component, 1% or more, up to 3% of your salary in additional contributions if you contribute to a Tax Deferred Annuity. To qualify for the additional match component, new employees must open a new TDA with TIAA-CREF, Fidelity or Calvert and complete a Salary Reduction Form. The match will occur in even increments up to 1% as follows:

**Employee Voluntary Contribution College Match**

1%	1/3 of 1%
2%	2/3 of 1%
3%	1 %

**Tax-Deferred Annuity (403(b) or 403(b)(7) Accounts** - Under the IRS Code 403(b) or 403(b)(7), you are permitted to set aside tax-deferred retirement funds in addition to the amounts being contributed by the College to your regular retirement account. These voluntary salary reductions are sheltered from Federal and State taxes. They are subject, however, to Social Security (FICA) taxation. The College has TDA arrangements with TIAA-CREF SRA, Fidelity, and Calvert Investment Funds. Application packets and salary reduction agreement forms are available from Human Resources.

**Workers' Compensation Insurance** - All employees are covered by Workers' Compensation Insurance (College paid) which covers medical costs and loss of wages if an injury is incurred while the staff member is at work at Wellesley College or away from the office on College business.

**Federal Insurance Contributions Act (FICA)** - Social Security - All employees are covered by the provisions of the Federal Insurance Contributions Act (FICA) (Social Security). The College pays one-half the annual contribution required for each employee. The remaining one-half contribution will automatically be deducted from the employee's salary according to the current Federal schedule.

**Vacation Leave** - See the Administrative Handbook for full information on vacation accruals and usage, as well as vacation time for academic year employees. (The accumulation schedule is prorated for employees working less than full-time, 12 months.) Vacation time may be used after six months of employment.

**Sick Leave** - Employees accumulate 1 day per month of sick leave to a maximum of 130 days. The accumulation schedule is prorated for employees working less than full-time, 12 months. Sick leave can be used

after 90 days of employment.

**Personal Days** - Employees working full-time, 12 months accumulate 3 days per fiscal year. Academic year employees accumulate 2 personal days per fiscal year.

**Holidays** - Employees working full-time 12 months are entitled to 11 holidays. Academic year employees are entitled to 10 holidays.

**Employee Assistance Program** - The College has an EAP, which provides confidential counseling to help faculty, staff, and their families. Brochures are available from Human Resources - Benefits.

**Facilities** – Employees may join the Sports Center, Golf Course, and College Club at the special employee rate.

**Tuition Benefits** - Application forms and eligibility requirements for all tuition benefit options are as detailed in the Administrative Handbook.

FOR FURTHER DETAILS ON ALL OF THE ABOVE, CONSULT THE ADMINISTRATIVE HANDBOOK, ISSUES OF THE HR ILLUMINATOR AND PERTINENT SUMMARY PLAN DESCRIPTIONS AVAILABLE FROM HUMAN RESOURCES - BENEFITS.

**To access the Administrative Handbook on the Campus-Wide Information System (CWIS):**

1. Click on the Netscape icon on your MAC or PC.
2. Choose **Administration**, then **Administrative Handbook**.
3. It is **your responsibility** to become familiar with the policies and procedures described in the Handbook.

## *Appendix A: Department-Specific Outreach Resources*

### **General Administrative outreach**

Bostonworks.com ( Boston Globe newspaper online recruitment section)  
<http://www.bostonworks.com>

Jobfind.com (Boston Herald/CNC newspaper online recruitment section)  
<http://www.jobfind.com>

Higherjobs.com ( exclusive college and university online recruitment tool)  
<http://higherjobs.com>

Craigslist ( local classified and forums for the Boston area)  
<http://boston.craigslist.org>

### **Diversity outreach**

### **Administration and Planning /Auxiliary Services**

Women in Technology (WIT)  
<http://www.womenintechnology.org/>

National Association of College Auxiliary Services  
<http://careers.nacas.org/post.cfm>

### **Admission**

Education Week  
<http://www.edweek.org/ew/index.html>

American Association of Collegiate Registrars and Admissions Officers  
<http://www.aacrao.org/>

New England Association of Collegiate Registrars and Admissions Officers  
<http://www.neacrao.org/>

Consortium on Financing Higher Education  
<http://web.mit.edu/cofhe/>

### **Budget Office**

National Association of State Budget Officers  
<http://www.nasbo.org/links.php>

American Association for Budget and Program Analysis  
<http://www.aabpa.org/>

### **Botanical Gardens/Greenhouses**

Botanical Society of America  
<http://www.botany.org/newsite/employment/>

American Association of Botanical Gardens and Arboreta  
<http://www.aabga.org/>

American Horticultural Society  
<http://www.ahs.org/>

Massachusetts Horticultural Society  
<http://www.masshort.org/>

American Society for Horticultural Science  
<http://www.ashs.org/>

### **Campus Police**

International Association of Chiefs of Police  
<http://www.theiacp.org/>

National Black Police Association  
<http://www.blackpolice.org/>

### **Center for Work and Service**

Association of Career Professionals  
<http://www.iacmp.org/>

National Career Development Association  
<http://www.ncda.org/>

Professional Association of Resume Writers & Career Coaches  
<http://www.parw.com/home.html>

### **Child Study Center**

National Association for the Education of the Young  
<http://www.naeyc.org/careerforum/>

Association for Childhood Education International  
<http://www.acei.org/index.html>

### **College Club**

National Restaurant Association  
[http://www.restaurant.org/business/resources\\_associations.cfm](http://www.restaurant.org/business/resources_associations.cfm)

Massachusetts Restaurant Association  
<http://www.marestaurantassoc.org/>

National Association of Catering Executives  
<http://www.nace.net/>

Black Culinaricians Association  
<http://www.blackculinarians.com/index.php?p=home>

National Society for Minorities in Hospitality  
<http://www.nsmh.org/>

National Association of College and University Food Services  
<http://www.nacufs.org/i4a/pages/index.cfm?pageid=1>

American Culinary Federation  
<http://www.acfchefs.org/>

Club Managers Association of America  
<http://www.cmaa.org/>

Association of College and University Clubs  
<http://www.acuclubs.org/>

New England Club Managers Association  
<http://www.necma.org/>

National Association of Black Hospitality Professionals  
[334-298-2802](http://www.nabh.org/)

Multicultural Food Service and Hospitality Alliance  
<http://mfha.net/>

### **Controller's Office**

American Accounting Association  
<http://aaahq.org/>

American Payroll Association  
<http://www.americanpayroll.org/>

American Association of Women Accountants  
<http://www.aswa.org/i4a/pages/index.cfm?pageid=1>

Association of Latino Professionals in Finance and Accounting  
<http://www.alpfa.org/>

National Association of Black Accountants  
<http://www.alpfa.org/>

Association for Accounting Administration  
<http://www.cpaadmin.org/>

### **Counseling Services**

National Association of Social Workers  
<http://www.socialworkers.org/>

National Institute of Mental Health  
<http://www.nimh.nih.gov/>

Jobs in Psychology  
[jobsinpsychology.com](http://jobsinpsychology.com)

### **Davis Museum**

New England Museum Association  
<http://www.nemanet.org/nemajobs.htm>

Association of African American Museums  
<http://www.blackmuseums.org/>

### **Distribution Center (Purchasing/Printing/Mail Services)**

American Purchasing Society  
<http://www.american-purchasing.com/>

Institute for Supply Management  
<http://www.ism.ws/about/?navItemNumber=4884>

National Association of Educational Procurement  
<http://www.naepnet.org>

National Association of College Auxiliary Services  
[http://www.nacas.org//AM/Template.cfm?Section=Home\\_2](http://www.nacas.org//AM/Template.cfm?Section=Home_2)

### **Health Services**

American College Health Association  
<http://www.acha.org/>

New England College Health Association  
<http://www.acha.org/NECHA/index.html>

New England Regional Black Nurses Association  
<http://www.nerbna.org/>

Minority Nurse  
[Minoritynurse.com](http://Minoritynurse.com)

American Nurses Association  
<http://www.nursingworld.org/>

National Black Nurses Association  
<http://www.nbna.org/>

National Association of Hispanic Nurses  
<http://thehispanicnurses.org/>

National Coalition of Ethnic Minority Nurse Associations  
<http://www.ncemna.org/>

## **Human Resources**

National Human Resources Association

<http://www.humanresources.org/>

Society for Human Resource Management

<http://www.shrm.org/>

College and University Professional Association for Human Resources

<http://www.cupahr.org/>

Northeast Human Resources Association (NEHRA)

<http://www.nehra.org/>

## **Investment Office**

CFA Institute

<http://www.cfainstitute.org/>

National Association of Investment Professionals

<http://www.naip.com/Home>

## **Information Services**

Special Libraries Association

<http://www.sla.org/content/membership/getamember/index.cfm>

American Library Association

<http://www.ala.org/>

Chinese American Librarians Association

<http://www.cala-web.org/>

Association of Research Libraries

<http://db.arl.org/careers/index.html>

Boston Library Consortium

[http://www.blc.org/member\\_library\\_info/job\\_opps/jobs.html](http://www.blc.org/member_library_info/job_opps/jobs.html)

Massachusetts Board of Library Commissioners

<http://mblc.state.ma.us/jobs/index.php>

New England Archivists

<http://www.newenglandarchivists.org/services/jobs/index.html>

Society of American Archivists

<http://www.archivists.org/>

Black Caucus of the American Library Association

<http://www.bcala.org/>

Reforma - The National Association to Promote Library and Information Services to Latinos and the Spanish-Speaking

<http://www.reforma.org/refoempl.htm>

Asian/Pacific American Librarians Association  
<http://www.apalaweb.org/jobs/apalajobs.htm>

Information Technology and Telecommunications Association  
<http://www.tca.org/>

National Association of Black Telecommunication Professionals  
<http://nabtp.org>

### **PERA (Physical Education, Recreation & Athletics)**

National Association of Collegiate Women Athletics Administrators  
<http://www.nacwaa.org/>

American Alliance for Health, Physical Education, Recreation and Dance  
<http://www.aahperd.org/index.cfm>

Human Kinetics  
<http://www.humankinetics.com/>

National Athletic Trainers' Association  
<http://www.nata.org/>

National Strength and Conditioning Association  
<http://www.nscs-lift.org/>

National Collegiate Athletic Association  
<http://www.ncaa.org/wps/portal>

New England women's and Men's Athletic Conference  
<http://www.newmaonline.com/>

New England Small College Athletic Conference  
<http://www.nescac.com/>

### **Physical Plant**

Massachusetts Arborists Association  
<http://www.massarbor.org/>

Golf Course Superintendents Association of New England  
<http://www.gcsane.org/golf/>

Golf Course Superintendents Association of America  
[www.gcsaa.org](http://www.gcsaa.org)

American Society of Landscape Architects  
<http://www.asla.org/>

Association of Professional Landscape Designers  
<http://www.apld.com/>

Massachusetts Horticultural Society  
<http://www.masshort.org/>

American Association of Botanical Gardens and Arboreta  
<http://www.aabga.org/>

Society for College and University Planning  
<http://www.scup.org/>

### **Public Information & Government Affairs**

American Communication Association:  
<http://www.americancomm.org/>

American League of Lobbyists  
<http://www.alldc.org/>

Association for Education in Journalism and Mass Communication  
<http://www.aejmc.org/>

Association for Women in Communications  
<http://www.womcom.org/>

Communications Roundtable  
<http://www.roundtable.org/>

Hispanic Marketing & Communications Association  
<http://www.hmca.org>

National Black Public Relations Society  
<http://www.nbprs.org/>

National Communications Association  
<http://www.natcom.org/>

National Council for Marketing & Public Relations (Junior/Community Colleges)  
<http://www.ncmpr.org/>

National Information Officers Association  
<http://www.nioa.org/>

Women Executives in Public Relations  
<http://www.wepr.org/>

Public Relations Society of America  
[www.prsa.org](http://www.prsa.org)

National Association of Black Journalists  
<http://www.nabj.org/>

### **Registrar**

American Association of Collegiate Registrars and Admissions Officers  
<http://www.aacrao.org/>

New England Association of Collegiate Registrars and Admissions Officers  
<http://www.neacrao.org/>

### **Residence**

National Association for Student Personnel Administrators  
<http://www.naspa.org/>

American College Personnel Association  
<http://www.myacpa.org/>

### **Resources**

Women in Development of Greater Boston  
<http://www.widgb.org/>

Council for Advancement and Support of Education  
<http://www.case.org/>

Association of Fundraising Professionals  
<http://www.afpnet.org/>

Planned Giving Group of New England  
<http://www.pggne.org/>

Diversity careers.com  
<http://www.diversitycareers.com/>

Women in Technology  
<http://www.womenintechnology.org/>